

Notice of RFP

Objective

The City of Hayward Community Services Division is seeking proposals for professional consulting services to assist the City in developing a five-year strategic plan to make homelessness in the City of Hayward rare, brief, and non-reoccurring. The plan must utilize a racial equity analysis, align with the EveryOne Home Strategic plan, and address the unique challenges of a mid-sized City addressing a complex regional crisis. In light of the recent COVID-19 global pandemic, the plan should also address the rapidly changing needs of the homeless community, as well as the financial and economic impacts of the global pandemic.

Please note, respondents will be responsible to absorb all costs incurred in the preparation and presentation of their proposal.

Proposer Inquires

All questions concerning this RFP must be submitted in writing via email to Jessica Lobedan at Jessica.lobedan@hayward-ca.gov **no later than Wednesday, June 17, 2020, 5:00pm**, and may not be considered if not received by then. The City will respond to questions it considers appropriate to the RFP and of interest to all Applicants, but reserves the right, in its discretion, not to respond to any question.

RFP Schedule

Ref.	Activity	Date
1	Issue RFP	Wednesday, June 3, 2020
2	Deadline for RFP Questions	Wednesday, June 17, 2020 (5:00pm PST)
3	DUE: RFP Proposal	Friday, June 26, 2020 (5:00pm PST)
4	RFP Review and Interviews (if necessary)	Monday, June 29, 2020 – Wednesday, July 8, 2020
5	Selection of Firm	July 2020
6	Tentative Hayward City Council meeting to approve selection of firm	Tuesday, July 28, 2020

The City reserves the right to amend this timeline at any time. Proposers will be notified of any changes to this timeline.

Proposal Due Date

Proposals for this RFP must be received no later than Friday, June 26, 2020 by 5PM PST.

Proposals must be submitted by **5:00 pm on Friday, June 26, 2020**. Applicants should submit proposals via email to:

Jessica Lobedan
Jessica.lobedan@hayward-ca.gov

Subject line: (Name of Agency) Response to RFP: City of Hayward Homelessness Reduction Strategic Plan

1. Project Overview

A. Introduction; Statement of Purpose

The City of Hayward Community Services Division is seeking proposals for professional consulting services (“Consultant”) to assist the City in developing a five-year strategic plan (“plan”) to make homelessness in the City of Hayward rare, brief, and non-reoccurring. The plan must utilize a racial equity analysis, align with the EveryOne Home Strategic plan, and address the unique challenges of a mid-sized City addressing a complex regional crisis. In light of the recent COVID-19 global pandemic, the plan should also address the rapidly changing needs of the homeless community, as well as the financial and economic impacts of the global pandemic.

**Proposals are due by:
5:00 pm on Friday, June 26, 2020**

B. Division Overview

The Community Services Division is part of the City Manager’s Office. The mission of Community Services is to preserve and enhance the quality of life for the Hayward community through neighborhood-oriented services, community-based problem-solving, and information and resources that are relevant, accessible, and responsive to the community. The goal of the division is to transform lives and contribute to the health and success of the Hayward community.

C. Project Background

The City of Hayward has long identified homelessness and housing affordability as a key issues in the community and has supported local efforts to address these issues in conjunction with the larger regional efforts, as evidenced by the City’s recently approved Hayward Strategic Roadmap.¹ One of the City’s six priority areas for the next three years is to Preserve, Protect, and Produce Housing for All. Within this priority are ten different projects to holistically address affordable housing and homelessness in the City, including the creation of a City of Hayward Plan to End Homelessness.

Like other jurisdictions across the nation and world, the City of Hayward is responding to COVID-19 and the short and long-term fiscal and economic implications of the global pandemic. With drastic increases in unemployment, the potential for increased rates of housing instability and homelessness is imminent, while State, regional and local financial resources have diminished considerably.

D. Eligible Applicants; Qualifications and Experience Requirements

The City expects the following with respect to the successful applicant’s Qualifications and Experience:

- Experience in planning to meet the housing needs of persons experiencing homelessness
- Experience developing written strategic plans

¹ January 28, 2020 Hayward City Council meeting, (link to be updated upon publication)

- Experience facilitating stakeholder engagement sessions
- Experiencing presenting to appointed and elected governing bodies

2. Scope of Work

A. Project Details

The City of Hayward intends to model the plan on an empowerment approach and include best practices, as well as align it with the EveryOne Home Strategic plan as well as other relevant Alameda County framework and plans.

The Consultant should plan to engage with key stakeholders, including individuals with lived experience and providers of homeless services, as well as elected and appointed governing bodies, including the Hayward City Council, Housing and Homelessness Task Force, and Community Services Commission.

The plan must:

- Use a racial equity analysis. An equity approach is necessary to ending homelessness because of the racial disparities in the homeless population;
- Be ambitious in its vision to end homelessness in Hayward, and articulate the resources and partnerships it would require to do this;
- Take into consideration the human and economic impacts of COVID-19;
- Include the mission, goals, objectives, and specific strategies/action steps that will guide the community for the next five years;
- Provide an analysis of current strategies, challenges, proposed actions, and desired outcomes;
- Use data and evidenced based practices to inform understanding of need, gaps, and impactful strategies to further existing levels of local engagement and knowledge;
- Move the system toward adopting a Housing First and trauma-informed care approach with a housing focus;
- Encourage and include the participation of individuals with lived experience, homeless services providers, and other community stakeholders;
- Include recommendations for how existing resources can be maximized, streamlined, and targeted, as well as identify any additional resources necessary;
- Provide recommendations for leveraging resources from various sectors, including external untapped resources;
- Offer practical and implementable strategies and approaches to improve Hayward's response to homelessness (including homeless services, homeless system functioning, mainstream services, and affordable housing) in phases;
- Estimate the cost of the proposed strategies and approach and help identify appropriate resources for each strategy and phase;
- Align with the City's reporting requirements for the U.S. Department of Housing and Urban Development's Consolidated Annual Performance Evaluation Report (to be provided by the City)

- Provide a framework for ongoing performance measurement to continually inform implementation and new strategies/investment; and
- Include the approaches Hayward will take to monitor its progress on achieving the goals outlined in the strategic plan.

City staff recognize a plan to end homelessness is ambitious in nature, particularly given that Hayward is not a direct service provider and that homelessness is a regional crisis and will require regional collaboration. In preparing this plan, the Consultant must include a robust discussion of these unique challenges and be realistic about the resources it would take to end homelessness in the City of Hayward.

B. Services and Deliverables

The following outline provides a **draft** schedule of services and deliverables. Consultants are invited to provide additional services and deliverables.

Phase 1: Conduct Assessment of Existing System and Services (July 2020 – September 2020)

- Review previous plans and background materials
- Analyze capacity, available resources, and demographic trends, including racial disparities, of City of Hayward homeless population
- Initial discussion of persistent challenges and emerging opportunities for critical investment

Deliverables:

- **Workplan:** The successful applicant shall assist the City in developing a workplan outlining the activities to be undertaken throughout the planning process

Phase 2: Stakeholder Engagement/ Input (September 2020 – November 2020)

- The successful applicant shall engage with a broad cross-section of community stakeholders for input about persistent challenges and emerging opportunities for addressing homelessness in their communities. Effort should be made toward identifying and engaging disproportionately impacted racial groups. Consultant will be expected to facilitate community engagement sessions (estimated 10-15 virtual stakeholder interviews and two virtual community work sessions) in English and Spanish.
- The successful applicant will also hold an internal inter-departmental City staff meeting, and a joint work session of the Community Services Commission and City Council Housing and Homelessness Task Force. Community engagement session participants will be invited to this meeting.
- The successful applicant shall assist the City in developing the agendas, discussion questions, and other materials/ graphics necessary for the community engagement sessions and joint work session.

Deliverables:

- **Communication and Engagement Plan:** The successful applicant shall assist the City in developing a communication plan to ensure process and participation in community engagement sessions is inclusive and transparent of both internal and external stakeholders.
- **Report and Presentation:** The successful application shall make presentations at the community engagement sessions, the City staff meeting, and the joint work session, as well as prepare a draft summary of findings, including any major themes and critical issues

identified in community engagement sessions and the joint work session and initial recommendations.

Phase 3: Synthesis and Draft Plan Development (December 2020 – January 2021)

- Prepare a draft plan based on the assessment, community engagement sessions, City staff meeting, and joint work session for community review and input. Staff will work with stakeholders and community work session participants to invite input on the draft plan and the applicant will synthesize and incorporate feedback.

Deliverables:

- **Draft plan:** The successful applicant shall produce a draft plan/ set of recommendations based on the work in Phases 1 and 2. Staff will work with internal and external stakeholders and community work session participants to invite input on the draft plan and the applicant will synthesize and incorporate feedback.
- **Presentations:** The successful applicant shall assist in developing presentations and reports for the Community Services Commission, Homelessness and Housing Task Force, and Hayward City Council (as needed). As part of the proposal, please prepare a per meeting budget.

Phase 4: Finalize the Plan and Plan Approval (January 2021 - February 2021)

- Update Draft Plan based on internal and external stakeholder input
- Prepare proposed phasing plan/schedule. The final plan should include timelines for implementing the identified strategies in the plan. The work plan should contain clearly articulated metrics of success, including any new data collection methods that may need to be implemented.
- Format plan with graphic design

Deliverables:

- **Final Plan:** The successful applicant shall produce and present a final plan (in PDF and editable formats), formatted with graphic design, to the Hayward City Council for approval and publication. *Applicants should be prepared to make minor revisions based on any final feedback received from City Council.*
- **Presentations:** The successful application shall assist in developing presentations and presenting to Hayward City Council (as needed)

3. Proposal Format, Content, and Submission Requirements; Procurement Schedule

A. Proposal Submission Instructions

Proposals must be submitted by **5:00 pm on Friday, June 26, 2020**. Applicants should submit proposals via email to:

Jessica Lobedan

Jessica.lobedan@hayward-ca.gov

Subject line: (Name of Agency) Response to RFP: City of Hayward Homelessness Reduction Strategic Plan

B. Proposal Content

Proposals submitted in response to this RFP must include the following information, in the sections and order indicated.

1. RFP Checklist (Attachment A) – Use the checklist to ensure that all of the requested information is provided. Submit a checklist with each hard copy and indicate if any items are not applicable.
2. Introduction and Executive Summary (Attachment B) – (Maximum of 1 page)
3. Table of Contents
4. Applicant Background, Profile, Qualifications, and Relevant Experience - (Maximum of 4 pages) Provide a narrative description of the Applicant itself, including a statement of qualifications and capability to perform the services sought by this RFP. The statement of qualifications should include relevant experience with projects that are similar in nature, size and scope to that which is the subject of this RFP.
5. Proposed Scope of Work - Describe the applicant's approach, strategy, execution plan, cost proposal, timeline, proposed activities and services, and tangible work products consistent with the scope of services and timeline outlined in Section II, "Scope of Work", of this RFP. The Applicant must present a schedule of the anticipated implementation of the project and delineate goals and service delivery milestone. The narrative should describe the cost of the proposed activities.

At a minimum, the scope of work should include:

- a. a description of how Applicant's recommendations will take into account the unique challenges Hayward faces in addressing this regional crisis;
- b. a description of the proposed methodology and the factors to be considered when making recommendations with particular attention to a racial equity lens; and

- c. a description of how community stakeholders, and those racial groups identified as being disproportionately impacted by homelessness, will be engaged and consulted in the process of developing recommendations.
- 6. Budget Form - (Attachment B) – Complete and attach a detailed budget form, detailing the specific cost for each service, tangible work product, and other costs related to completing the scope detailed on this RFP.
- 7. Sample Work Products – (Attachment C) - Attach up to three (3) relevant sample reports that provide examples of specific actionable recommendations made to other jurisdictions
- 8. References – (Attachment D) Provide at least three (3) references, preferably for projects that are similar in type, scope, size and/or value to the work sought by this RFP. For each reference, include the name, address, email address, and telephone number of a contact person.

C. Questions Relating to the RFP

All questions concerning this RFP must be submitted in writing via email to Jessica Lobedan at Jessica.lobedan@hayward-ca.gov **no later than Wednesday, June 17, 2020, 5:00pm**, and may not be considered if not received by then. The City will respond to questions it considers appropriate to the RFP and of interest to all Applicants, but reserves the right, in its discretion, not to respond to any question.

D. Interviews; Presentations

Upon comprehensive review of proposals submitted, the City will schedule interviews with select applicants whose proposals are most advantageous to the City and in the City's best interest. The costs of interviews (including travel) are the responsibility of the applicant.

E. Term of Contract

It is anticipated that the initial term of the Contract shall commence August 2020, and, unless sooner terminated by the City pursuant to the terms of the Contract, shall expire up to twelve months thereafter, August 2021.

Name of Applicant:

Item	Check Once Complete
Attachment A. Proposal Checklist	
Attachment B. Introduction and Executive Summary	
Attachment C. Applicant Background, Profile, Qualifications, and Relevant Experience	
Attachment D. Proposed Scope of Work	
Attachment E. Budget	
Attachment F. Sample Work Products	
Attachment G. References	